

## DOE Internal PMA Scorecard for Human Capital Management (HCM)

### Office of Counterintelligence

#### FY 2005 - Year-end Status Report

##### Requirement - Integrate HCM into decision-making processes

On October 13, 2004, we provided the Chief Human Capital Officer with our Mission Objectives incorporated into each employees performance plan. This continues to be in place through FY 2005. (No change from our 2<sup>nd</sup> quarter status report)

##### Requirement – Demonstrate improvement in meeting hiring-time goals.

The 2<sup>nd</sup> quarter status report detailed our problems in filling vacancies. OCI decided to be proactive in that we meet once a week with our Personnel Specialist and review status of all pending vacancies. These meetings have helped to answer questions and reduce hiring lag times. There is still much room for improvement. However, we can report that we have successfully brought there (3) persons on-board since our 2<sup>nd</sup> quarter report, dated March 24, 2005.

##### Requirement – Significantly reduce skills gaps in mission-critical occupations.

We are providing an updated year-end skills and skill gap matrix to reflect new hires and remaining skill gaps. Unfortunately we have not met our goal of filling all available vacancies by year; however, we have successfully filled several key positions (i.e. SES Deputy Director Office of Counterintelligence, and several key management positions). We plan to continue to work closely with our Personnel Specialist to fill the remaining vacancies as rapidly as possible.

##### Requirement - Implement succession strategies.

As stated in our 2<sup>nd</sup> quarter report due to the limited number of Federal positions available to the program, we try to hire persons with multiple skills and abilities. Then as personnel leave through normal attritions and retirements, we maintain at least some capabilities in the on board staff. To ensure that there is continuity of operations, we also have a support contractor staff with highly technical skills and disciplines. We have been successful in filling our SES, Deputy Director position, and have been able to have him participate in an Executive Development program offered by OPM. As I have stated before, as we fill positions we try to incorporate in our vacancy announcements the requirements for leadership and executive skills, in order to bring those skills on board at the time we hire individuals. Of course, we recognize that there is a continuous learning

environment for everyone and as we draw closer to having a full compliment of staff; we are planning to provide additional technical and professional training to our leaders and staff personnel.

Requirement - Link Knowledge Management effort to the DOE portal.

We have not made progress in linking our program to the Department's Knowledge Management portal. The person who would work this area is currently fully involved in administrative activities necessary to fill current vacancies. (No change from 2<sup>nd</sup> quarter report)

Requirement – Implement strategies to address under-representation of minorities.

Since our last status report we have been successful in filling two of our vacancies with minority personnel. We plan to continue our past practice of emphasizing in our vacancies our desire for minorities to apply for the positions. We are always seeking to employ the best-qualified persons regardless of race, color, ethnicity/national origin, gender, religion, age, sexual orientation, and/or disability. We have not set a goal of number of persons, but will continue to work diligently to consider minority candidates where they are best qualified. We are reviewing the possibility of establishing an intern program that would be offered to Historically Black Colleges and Universities. This would be quite an undertaking for this office, but we feel it is worthwhile pursuing in order to build for the future. One possible issue would be obtaining appropriate clearance levels. However, we still plan to review our options in this area.

Requirement – Analyze and optimize organizational structures for service and cost

Over the past two years we have been working with the Secretary's office to completely revamp the Counterintelligence structure. We are continuing to work with the new Secretary to review whether or not to resubmit the legislative package that is required to implement restructuring. (No change from 2<sup>nd</sup> quarter.)

Requirement – Link performance appraisal plans and awards to DOE mission and goals for SES, managers, and more than 60% of workforce.

As stated above, on October 13, 2004, we provided a memorandum to the Chief Human Capital Officer, identifying the tracking of our Mission and performance plans to each individual in the program. At year-end, all performance appraisal plans and awards are linked to our mission and goals.

Requirement - Use outcome measures to make HC decisions.

The additional 5 positions shown for FY 2006 in our skills gap analysis (provided to your office in Feb, 2005) are directly related to the funding requests for programmatic increases and program priorities in our FY 2006 budget request to Congress. Until such

time as the FY 2006 appropriation is signed and the positions approved and funded, we will not have authority to move forward to fill these vacancies.

Date: 05 October 2005

## CRITICAL SKILLS GAP ANALYSIS

### Office of Counterintelligence

Critical Skill by Series			Current Number  of Positions Needing this Skill (d)	Current Number  of Positions Having this Skill (e)	Identifying Gaps (f)
<b>Project Management</b>					
		Level 1			
		Level 2			
		Level 3			
		Level 4			
<b>Contract Management</b>					
		Level 1			
		Level 2			
		Level 3			
<b>Financial Assistance</b>					
<b>IT Project Management</b>					
		Level 1			
		Level 2			
		Level 3			
<b>Technical Qualifications Program</b>					
<b>Other Critical Skills</b>					
		Safety & Health			
		Engineering			
		Physical Sciences			
		Contractor Oversight			
		Foreign Affairs & Intelligence			

Security Specialist	1	1	
Information Technology	4	2	
Supervisory & Managerial			
<b>Skills specific to your organization</b>			
Intelligence Research Specialist-132 w/ 3 being a supervisor	12	6	
Analyst - 301/341/343	8	7	
Management & Program Analyst-340	1	1	
Senior Financial Analyst-501	1	1	
Budget Officer - 560	1	1	
General Investigator/Inspection-1801	9	7	
Investigator-1810	3	1	
<b>TOTALS</b>	40	27	

**Note: 4th Quarter results - We selected 5 passed.**

5-Oct-05

## Supervisory (Full Supervisors) Bench Strength Works

			Current Supervisory Workforce Expected Losses by Discipline					Full Anticipation
Supervisors	Current On-Board	Expected Losses	Attorney	Scientist	Engineer	Program Manager	Other**	Attorney
<b>SES</b>	1							
<b>GS-15 or Equivalent*</b>								
GS-15	5							
EJ	3							
EK								
EN								
<b>GS-14 or Equivalent*</b>								

GS-14	1							
EJ								
EK								
EN								

\* Excepted Service, Pay Banding, etc.

\*\* Identify 'Other' Supervisory Skill set if necessary.

**Note: No attrition in Federal Management position is anticipated.**